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POLICY

# ANNUAL REPORT OF THE ADMINISTRATOR FOR 1990 AND PROGRAMME-LEVEL ACTIVITIES

## INTRODUCTION BY THE ADMINISTRATOR

# I. THE FOURTH UNITED NATIONS DEVELOPMENT DECADE

1. The year 1990 was significant for the United Nations Development Programme (UNDP). It was celebrated as the fortieth anniversary of the organization. It also saw an important affirmation and clarification of the mandate and priorities of UNDP, as embodied in Governing Council decision 90/34 of 23 June 1990.

2. The year 1990 also marked the beginning of a new decade. Behind the symbolism of this chronological milestone there is also a new sense of urgency and purpose in the international community. The sense of urgency is driven by the ever-increasing awareness of the magnitude and complexity of the social, economic and environmental challenges faced by our fragile planet. The sense of purpose is inspired by the knowledge that these challenges must be met and that a window of opportunity may have opened with the thawing of the Cold War, which has dominated international relations for the past 40 years - a period, too, during which a large part of humanity found independence from colonial rule. There is now reason to believe that the 1990s will witness a positive shift from ideological conflict and the threat of military annihilation towards a global effort to bring peace, social justice and a sustainable world ecology to this generation and those of the future.

3. At this historic juncture, the United Nations has become a true forum for the nations of the world to speak with a single voice in the cause of democracy and freedom. But words alone will not make the world a better place: words must be translated into concrete action - and action on a number of fronts. In his report on the work of the United Nations for 1990 (A/45/1), the Secretary-General stated that the "resolution of conflicts, observation of human rights and the promotion of development together weave the fabric of peace; if one of these strands is removed, the tissue will unravel".

4. The 1990s embrace the Fourth United Nations Development Decade, for which the General Assembly, in its resolution 45/199 of 21 December 1990, adopted the International Development Strategy. The Strategy calls for a surge in the pace of growth in developing countries; a development process responsive to social needs which seeks a significant reduction in extreme poverty; an improvement of the international systems of money, finance and trade so as to support the development process; a stronger world economy with sound macro-economic management - both nationally and internationally; the strengthening of international development cooperation and a special effort to deal with the problems of the least developed countries (LDCs).

5. The principal development challenges for the 1990s fall into five areas: the transition to democratic, human development, sustainable development and global environment, disarmament, and new modes of global cooperation. The coming decade offers a new chance to strengthen and to restructure United Nations institutions so that they can best respond to the challenges ahead.

6. This is the background to UNDP activities in 1990 and these are the challenges to which it must respond during the rest of the decade as the principal technical cooperation arm of the United Nations.

## II. THE EVOLUTION OF TECHNICAL COOPERATION

7. At the time when the Technical Assistance Board and the Special Fund - the precursor bodies to UNDP - were set up, technical assistance was regarded as important but secondary to capital assistance. This perception has changed substantially during the past 40 years. Today, technical cooperation (as it is now known) is considered to be no less crucial than capital assistance; some would insist that it is an essential prerequisite for the effective use of capital flows.

8. This debate is far from academic. With the added demands of the modernization of the Eastern European economies and the reconstruction requirements of the Middle East, demand for capital is likely to be unusually high. At present rates of interest, it is estimated that the supply of capital would fall short of demand by some $200 billion annually for several years to come. Consequently, interest rates will likely rise until demand and supply are balanced and preference will be given to those borrowers judged able to put capital to the most productive use. This could have serious implications for lower-income countries. They are likely to find it more difficult to attract capital even at premium interest rates, and the costs of debt-servicing, already crippling in many cases, seem set to rise.

9. If lower-income countries are to be able to meet their needs for capital, the building of national capacity to receive and utilize it effectively is indispensable. The successful achievement of this task is the goal of technical cooperation.

10. Technical cooperation is not a static concept. It is constantly evolving. Indeed, the term itself has replaced the earlier term "technical assistance". This change in nomenclature reflects a substantial maturation in the philosophy and process of development and the interaction of the partners in this effort. The landmark General Assembly resolution 44/211 of 22 December 1989 and the Technical Cooperation Guidelines of the Development Assistance Committee of the Organization for Economic Cooperation and Development (DAC/OECD) clearly reflect the current thinking on the subject. This is characterized by:

(a) The recognition that the national goals and priorities of recipient countries form the only basis for cooperation;

(b) The acceptance that technical cooperation must derive from such national aims in a coherent and coordinated way, following a programme approach;

(c) The acceptance by recipient governments of the prime responsibility for the technical cooperation efforts in their countries and their determination to make them effective;

(d) The involvement and participation in the development effort of the entire civil society, i.e., private enterprise, trade unions, employers associations, non-governmental organizations (NGOs) and, in particular, women; and

(e) The conviction that technical cooperation is truly effective only if it is sustainable through the successful creation of national capacity in the recipient country.

11. These principles are embodied in Governing Council decision 90/34 of 23 June 1990, which reaffirmed the UNDP mandate. In brief, national plans and priorities are reconfirmed as the only viable frame of reference for national programming. UNDP is required to promote human development in order that developing countries may attain self-reliance through the building and strengthening of national capacity. This endeavour should focus on the following six areas:

(a) Poverty eradication and grass-roots participation in development;

(b) Environmental problems and natural resource management;

(c) Management development;

(d) Technical cooperation among developing countries;

(e) Transfer and adaptation of technology for development;

(f) Women in development.

12. Governing Council decision 90/34 places UNDP in the forefront of the latest thinking on technical cooperation. The challenge is to put into practice the UNDP mandate in the context of the Fourth International Development Strategy.

13. The year 1990 saw the approval of the first three country programmes of the fifth programming cycle. Another 123 are expected to be submitted for approval during 1991-1992. Through its formal advisory notes UNDP is drawing the attention of recipient governments, to its recently reaffirmed mandate. Based on assessments of past performance and experience - notably the mid-term reviews of the ongoing country programmes - proposals are made for future UNDP cooperation. These take into account the six areas of priority focus specified by the Governing Council, and make full use of the proven comparative advantages of UNDP within the frame of reference of national goals and priorities. To the extent that UNDP advice is reflected in the formulation of the new country programmes, they should be in line with the current thinking on technical cooperation and, more importantly, should result in more focus and impact on critical development areas.

14. The principal aim of UNDP is the self-reliance of nations and individuals. UNDP will promote human development, enhance peoples' skills and capacities, and foster sound environmental management for present and future generations. UNDP encourages governments to give priority to these goals in programming UNDP resources.

## III. HUMAN DEVELOPMENT

15. The launching by UNDP of the first Human Development Report in 1990 was an initiative widely welcomed at both national and international levels. It represented a strong reassertion of the guiding principle of UNDP that human beings are at the heart of the development process. Development is for people and can be achieved only by them. The concept of measuring progress in terms of human development rather than by the established criterion of per capita GNP has been well received. The methodological difficulties of building a composite index such as the Human Development Index (HDI) are recognized, as are the problems of obtaining complete and reliable data for the exercise. None the less, this perspective on development has found support in many quarters. Subsequent reports will expand, refine and elaborate on the concept. The report for 1991 examines the extent to which national budgetary allocations reflect human development concerns.

16. Human development has always been a main aim of UNDP but has now been placed under sharper focus. Economic growth is a necessary but not sufficient condition for it. True human development must include access to education, health, employment, shelter, nutrition and human rights. There must be a special focus on women, to enhance the degree of control which they exercise over their lives and to bring them to the level of equality with men which the Universal Declaration of Human Rights and the Convention on the Elimination of Discrimination against Women require.

17. The main programme record of the report (DP/1991/10/Add.1), as well as other reports submitted to the Governing Council at its current session, illustrate the many ways in which UNDP is promoting human development through its activities at the country, regional, interregional and global levels.

18. Two global conferences which took place in 1990 are worth highlighting. The Education For All Conference, held at Jomtien, Thailand, focused attention on the goal of universal literacy. Attended by virtually all countries and co-sponsored by UNDP, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Children's Fund (UNICEF) and the World Bank, the Conference succeeded in raising the priority attached to education - especially primary education - in many countries. The second event was the Global Consultation on Safe Water and Sanitation for the 1990s, held in New Delhi, 10-14 September 1990. Convened at the end of the International Drinking Water Supply and Sanitation Decade (IDWSSD), the Global Consultation pulled together the experience and lessons learned over the preceding ten years and gave clear directions for future actions. Also worthy

of mention are the Regional Workshop on socio-economic challenges for the 1990s: Arab women's contribution to development, held in Cairo, 20-23 May 1990, the Second Regional Conference on Poverty, in Latin America and the Caribbean, held in Quito, 20-23 November 1990, and the Conference on Popular Participation in the Recovery and Development Process in Africa, held in Arusha, Tanzania. These events enhanced regional awareness of human development issues and have resulted in follow-up activities by the formal and informal sectors in the countries covered.

19. The bulk of UNDP funds and activities are concentrated on development issues such as those cited. However, UNDP has to be flexible and ready to answer requests for cooperation in new areas. Sadly, two of them threaten to require ever increasing attention: the human immunodeficiency virus and the acquired immunodeficiency syndrome (HIV/AIDS) and displaced persons.

20. Until recently, HIV/AIDS was seen primarily as a health problem. While this of course remains true, it is increasingly being recognized also as a socio-economic problem of devastating proportions. It portends the spectre of large numbers of people, usually in their peak productive years, being lost to society and to the economy. Apart from the human tragedy which this represents, the social and economic impact will also be considerable: several countries will lose a sizable proportion of their skilled adults. In some African cities, it is estimated that at least 30 per cent of adults are HIV/AIDS positive. A growing number of adults becoming affected are women. Because of this, infants are increasingly becoming infected and children are being orphaned. UNDP is already working with the World Health Organization (WHO) in fighting the spread of this scourge through the WHO/UNDP Alliance to Combat AIDS. Other agencies and bodies of the United Nations system being encouraged to join.

21. Initiatives are being undertaken on all continents to create and heighten awareness of the threat which is posed by HIV/AIDS. For example, UNDP, the World Bank and the WHO are working together in Uganda to assist the National AIDS Commission in developing a community-oriented, multisectoral HIV/AIDS strategy. UNV has helped prepare projects in Malawi, the United Republic of Tanzania, Zaire and Zambia to provide community-oriented support to those directly affected by HIV/AIDS. In Asia and the Pacific, country and intercountry workshops now are under preparation. They will involve policy makers, national and regional institutions, community-based groups and the private sector in addressing the socio-economic aspects of the pandemic.

22. A Policy Adviser to the Administrator on HIV/AIDS has been appointed to provide policy, programme and technical advice to the organization on the social and economic dimensions of this tragedy.

23. Migration is emerging as an important item on the international agenda. The phenomenon is as old as humankind itself, but the causes and the scale - especially its potential scale - are becoming a major global concern, as many migrants are refugees or internally displaced persons. The causes of their distress are political, economic, and increasingly, environmental. It is

estimated that there are 15 million refugees and 14 million displaced persons; three quarters of them are thought to be women and children.

24. The United Nations has been playing an increasingly leading role in caring for refugees and catering to their needs. The Office of the United Nations High Commissioner for Refugees (UNHCR) has been the prime agency, collaborating with others, notably UNICEF and the World Food Programme (WFP). The developmental problems posed by refugees, displaced persons and returnees were recognized by the Governing Council in its decision 90/22 of 22 June 1990. UNDP is called upon to collaborate with UNHCR and other relevant United Nations organizations in the relief, rehabilitation, reconstruction and long-term development of areas affected by massive population displacements in accordance with its development mandate.

25. A Senior Adviser to the Administrator has been appointed to assist UNDP in assuming its new and exacting responsibilities regarding refugees, returnees and displaced persons.

26. The Gulf crisis and subsequent events have already tested the ability of UNDP to respond to the needs of such people. The results so far have been positive, especially in the early stages of the crisis, when Jordan faced the influx of hundreds of thousands of persons. More recently, massive human displacement on Iraq's borders with the Islamic Republic of Iran, Kuwait and Turkey has required an effectively coordinated response from the United Nations system. A significant contribution from UNDP involves the deployment of United Nations Volunteers (UNV) specialists in camp management, logistics and paramedical services. At the headquarters level, the Senior Adviser is part of the United Nations coordination arrangement for humanitarian relief, while the Resident Representative in Iraq, in the capacity of Resident Coordinator, is called upon to ensure the effective coordination of the response of the United Nations system to humanitarian needs.

27. UNDP is also involved in refugee situations in a number of African and Asian countries, as well as in Central America. For example, in June 1990, UNDP and UNHCR co-sponsored an international meeting in New York of the International Conference on Central American Refugees (CIREFCA). It generated pledges of over $90 million from the international community for the development needs of uprooted populations in the region. These examples illustrate the global nature of the problem; unfortunately, the full list is much longer. (UNDP role and performance in this area are reported on in document DP/1991/20.)

28. With the world's population expanding at the rate of about 100 million each year and the capacity of the planet to sustain existing numbers already under strain, there is a distinct prospect of larger flows of migrants - whether impelled by civil strife or environmental deficiencies. This prospect underlines the double imperative of improving economic and social conditions in the affected countries while placing development on an environmentally sustainable basis. The ability to assist the victims of the upheavals which will inevitably occur is also of paramount importance.

29. UNDP concern for human development has not only drawn it into new areas such as HIV/AIDS and displaced persons, but also into the sensitive area of human rights. In Paraguay, UNDP is cooperating in the establishment of the Centre for Human Rights. In Colombia, it is working with the Presidential Office for the Defence, Protection and Promotion of Human Rights to develop programmes to defend the rights of women, children and marginal groups. UNDP responded to a call from Haiti to assist it in organizing and holding the country's elections in 1990. This included the mobilization of UNV specialists drawn from countries in the Caribbean. As human rights move higher on the agenda of the international community, it is anticipated that UNDP will be required to become more involved in helping to promote and upholding them. In fact, the main task of UNDP is in pursuit of the right to development, confirmed as an inalienable human right by the General Assembly in its proclamation of the Declaration on the Right to Development, contained in the annex to resolution 41/128 of 4 December 1986.

## IV. SELF-RELIANCE

30. Self-reliance has also long been an aim of UNDP. Over the past four decades, a good number of countries have moved closer to that goal through the acquisition and absorption of skills and technologies, often with the cooperation of UNDP. Self-reliance should not be confused with self-sufficiency. The latter is neither possible nor even desirable in today's interdependent world. Self-reliance means being able to control, manage and adapt to situations as they evolve without dependency on others. It is to this end that the building and strengthening of national capacity have been stressed. In this context, emphasis has always been placed on institution-building. This may be a necessary condition for capacity-building but alone is not sufficient. Institutions are effective only if they reach out to the people and programmes which they are designed to serve; they must be able to evolve and develop in order to meet the new challenges which are constantly arising.

31. For many years, technical cooperation centred on the public sector, in particular on governments. It is now accepted that national capacity has to be built in all sectors throughout society. The energies and the capabilities of the private and informal sectors have to be tapped and nurtured. In recent years, UNDP has embarked on a number of initiatives aimed at promoting the private and informal sectors. The aim is to enable them to play their rightful role in development and contribute to the strengthening of national capacity. In Tanzania, for example, UNDP and the Industry Council for Development collaborated to set priorities for the integration of the private sector in the national development effort. This led to the establishment of the Tanzania Chamber of Commerce, Industry and Agriculture.

32. UNDP support to governments includes entrepreneurship development and the design of supportive policies and institutional and regulatory frameworks that encourage the growth of small and medium-sized enterprises. It also includes the increase of financial flows through investment promotion and capital

market development, as well as the provision of other technical support services. The publication of guidelines on privatization and the establishment of a data base on entrepreneurship development programmes are two recent initiatives sponsored by the interregional programme.

33. Development is a complex, multi-faceted process calling for responsive and responsible management. It goes beyond the management of departments and enterprises and helps governments promote human and sustainable development and manage scarce resources efficiently. UNDP, through its main programme and through its Management Development Programme, is helping to strengthen management systems and skills in both the public and the private sectors. For instance, an international seminar was held in September 1990 in Ulaanbaatar, Mongolia, to identify strategic choices and policy issues for the economic restructuring of the country, which is in transition from central planning to market orientation.

## V. ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

34. The environment has become a major national, regional and global preoccupation. The threat of nuclear conflict may have receded but the threat of environmental disaster advances, driven by the inexorable increase in human population and the unsustainable exploitation of the planet's natural resources, especially in higher-income countries. The United Nations Conference on Environment and Development (UNCED), to take place in Brazil in 1992, is widely regarded as one of the most necessary and important international conferences to be held in many years. UNDP is an active participant in the preparations for the Conference. It has co-sponsored regional initiatives to heighten awareness of the issues and has published such papers as "Our Own Agenda", for the Latin America and Caribbean region and "Greening Development" in the Asia and Pacific region. UNDP is also assisting 50 governments and 20 NGOs with their preparatory work.

35. UNDP, together with the World Bank and the United Nations Environment Programme (UNEP), is a partner in the Global Environment Facility (GEF), established in 1990, which aims at raising more than $1 billion over the first three years. The issues to be addressed by GEF are global warming, biodiversity losses, international water pollution and ozone depletion. UNDP will play a key role in ensuring that the strategic planning maximizes the complementarity between developmental and environmental concerns. It will organize studies and assessments to serve as a basis for these strategies and will help organize technical cooperation to create and implement them. Special attention will be given at the country level to institution-building and training.

36. Apart from projects specifically designed to address environmental issues, all UNDP projects are reviewed for their possible environmental implications. Environmental management guidelines towards a sustainable environment have been elaborated, to be taken into account in the programming of UNDP resources. In addition, an international network for sustainable

development has been set up. One noteworthy initiative is the signing of an agreement between the Royal Government of Bhutan, the World Wildlife Fund and UNDP to establish and manage a Trust Fund for Environmental Conservation, the interest from which will be used to finance programmes for the conservation of Bhutan's largely intact natural environment. In return, the Royal Government has undertaken to maintain its forest cover at the present level of 60 per cent of total land area.

## VI. HUMAN AND SUSTAINABLE DEVELOPMENT

37. In a very real sense, human development and sustainable development go hand in hand. A decent life requires a healthy and well-managed natural environment. The latter, in turn, depends on an educated and enlightened human population which understands and accepts the need to establish and maintain a balance between its numbers and the ecology which supports it. Illiterate, hungry, unemployed and unempowered people cannot be expected to put the preservation of their physical environment above their own pressing struggle to survive.

38. Lower-income countries will need to reduce population growth, improve their economies, restore or maintain ecological balance and improve human development. Higher-income countries must address issues such as global pollution (to which they contribute disproportionately), restrictions on imports from and promotion of arms sales to lower-income countries, and the deficiencies in their own human development. We all live in a single, tightly-knit world. If development is defined in human rather than material terms, no nation can claim to be fully developed; it is more accurately a question of where each country finds itself on the spectrum of human development and in the stewardship of its natural resources and the global commons.

## VII. PARTNERS IN TECHNICAL COOPERATION

39. Governments and the United Nations development system - UNDP and the specialized agencies together - are partners in technical cooperation. In the past few years, governing bodies have called for a redefinition of the roles of the various partners of the development system, including a renewed emphasis on the technical focus of the specialized agencies. New arrangements relating to agency support costs, currently being elaborated for introduction in 1992, reflect these changed emphases.

40. The new support costs arrangements recognize the primacy of governments in the management of all programmes and projects. In addition, they seek to empower governments to exercise their choice in the manner of formulation and implementation of programmes and projects. Specialized and other agencies will be involved in the various stages of technical cooperation. The degree of their involvement will depend on the specific needs of a government.

## VIII. TARGETING TECHNICAL COOPERATION

41. The dual challenges of human and environmentally sustainable development are daunting. They demand hard political decisions and vast resources, including a shift in their allocation (the Human Development Report 1991 indicates and illustrates the implications of such a reordering of priorities). It is essential to ensure that UNDP resources, contributed voluntarily, and amounting to about $1 billion for 1991 are targeted effectively and utilized efficiently.

42. Successful development depends on national commitment and effort. External inputs can have a positive impact only if those conditions exist. Human and financial resources must be generated primarily at the national level. Experience has shown that a country's ability to sustain and benefit from technical cooperation is directly related to the adequacy of the local resources that are available to absorb such outside help. Local manpower and funds are often in short supply. It is crucial that they not be diverted from critical national programmes.

43. UNDP received a growing number of requests for assistance in determining priorities for technical cooperation. The round-table mechanism has been found effective for this purpose, as was confirmed by the Second United Nations Conference on the Least Developed Countries, held in Paris in 1990. However, greater emphasis needs to be placed on its role in capacity-building.

44. National technical cooperation assessment and programmes (NaTCAPs) are under way or planned in some 30 countries, mostly in Africa and, increasingly, in Latin America and the Caribbean. A recent independent evaluation of the NaTCAP exercises judged them to be an important prerequisite to the rational programming of technical cooperation - provided that the identification of technical cooperation needs derive from a thorough assessment of human resource development needs. In addition, the entire donor community should ideally be committed to the NaTCAP exercises.

45. One of the comparative advantages of UNDP is its ability to render impartial advice on policies and strategies for sustainable, medium- and long-term development - especially on multi- or cross-sectoral issues. Similarly, technical impartiality in the selection of technologies is sought and expected from a multilateral rather than a bilateral source.

## IX. COORDINATION

46. Coordination of external cooperation is the responsibility of the government concerned. UNDP has been mandated to help governments, at their request, in carrying out that function. Both the round-table mechanism and NaTCAPs facilitate the coordination process. In 1990, five round-table meetings were held and 12 sectoral follow-up meetings were organized. The annual development cooperation reports, prepared at the country level by UNDP offices, are often used as important references by other technical cooperation

partners. The reports for 1989, issued in 1990, incorporated improvements based on feed-back from earlier issues. The latest reports have been well received.

47. In addition to facilitating the coordination process, UNDP, with the agreement of the governments involved, seeks to mobilize other external resources to complement its own. When successful, this not only enhances the resource flow to the country but also ensures the coordination of the various contributions by binding them to agreed programme goals. This role is especially important in countries where UNDP resources alone are insufficient to have significant impact. In 1990, cost-sharing resources totalling more than $130 million were committed to UNDP programmes and projects. Of this amount, over half was generated in the Latin America and Caribbean region.

48. Coordination among the organizations and agencies of the United Nations system is sought through a number of forums and arrangements, and UNDP is an active participant in these exercises at headquarters and in the field. Of particular note are the efforts of the Joint Consultative Group on Policy (JCGP) consisting of the International Fund for Agricultural Development (IFAD), UNDP, the United Nations Population Fund (UNFPA), UNICEF and WFP. Special attention is focused on the harmonization of programming at the country level. The representatives of the participating funding organizations meet under the team leadership of the Resident Coordinator to explore ways in which their individual programmes can be complementary and mutually reinforcing.

49. In elaborating the country programmes for the fifth programming cycle, governments are urged in UNDP advisory notes to integrate as far as possible the programming of all the funds and special activities which are the responsibility of the Administrator, for example the United Nations Capital Development Fund (UNCDF), the United Nations Sudano-Sahelian Office (UNSO) and the United Nations Development Fund for Women (UNIFEM).

## X. COST-EFFECTIVENESS

50. Cost-effectiveness requires that resources be utilized efficiently. This aim is pursued by keeping non-programme expenditures to a minimum and by striving to provide programme inputs at the least cost while assuring quality and performance.

51. The Administrator has always sought to hold the costs of supporting the Programme to as low a level as the effective functioning of the organization will permit.

52. Given the anticipated rate of increase in contributions, and the inevitable rise in unit staff costs, a reduction in the availability of resources for the Programme is foreseen. To offset this eventuality, and to reflect the rationalization of functions and staff posts, the Administrator has reduced in real terms the headquarters core budget for the biennium 1992-1993.

53. With the aim of enhancing cost-efficiency, an important review of the UNDP senior management structure was initiated late in 1990 by an independent management consultancy firm. The consultant's report and the Administrator's comments will be reviewed by the Governing Council at its current session. The consultant's report emphasizes the strengthening of strategy formulation and focuses on programme development and on a new management profile for the Regional Bureaux involving the establishment of Division Managers.

54. The Administrator has always placed emphasis on the importance of staff training. In 1990, approximately 3,500 staff members were trained in the field offices and at headquarters. The new Management Skills Programme was introduced, exposing all senior staff to up-to-date approaches to management.

55. In seeking to maintain cost-efficiency, UNDP is making greater use of national expertise and consultancies and has increased in-country training and fellowships in developing countries as well as twinning arrangements. Moreover, other modalities established to mobilize expertise - such as the Transfer of Knowledge Through Expatriate Nationals (TOKTEN), the promotion of Technical Cooperation among Developing Countries (TCDC), UNV and the United Nations International Short-term Advisory Resources (UNISTAR) - also represent effective and appropriate ways to respond to technical cooperation needs.

## XI. UNDP IN THE 1990s

56. UNDP is known primarily as a funding agency for technical cooperation and, indeed, this accounts for the bulk of its activities. However, in recent years it has increasingly taken on the role of partner in the policy dialogue, both in international forums and at the national level. The Human Development Report is one initiative designed to carry forward that dialogue. The DAC Technical Cooperation Guidelines, referred to earlier, have also benefited from the unparalleled store of experience of UNDP in more than 150 countries and territories.

57. Perhaps more than any other arm of the United Nations, UNDP has been subject to regular review and assessment. In consequence, it has evolved considerably over its 40 years, reflecting the changes in the world as well as the latest perceptions and requirements of technical cooperation. As the 1990s unfold, UNDP is fully abreast with the current concerns and thinking on development and is ready to tackle the daunting yet exciting challenges of the decade.

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SUPPORT

# ANNUAL REPORT OF THE ADMINISTRATOR FOR 1990 AND PROGRAMME-LEVEL ACTIVITIES

## Addendum

## Main programme record

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# I. PROGRAMME RESOURCES

## A. Pledges

1. Based on the results of the United Nations Pledging Conference in November 1990, and on estimates of contributions from countries that were unable to pledge, 1991 core resources for the United Nations Development Programme (UNDP) are expected to reach $US 1.12 billion, an increase of 7 per cent over 1990. Along with contributions to the funds administered by UNDP and co-financing arrangements, total UNDP resources should exceed $1.3 billion in 1991.

2. The top 10 donors to UNDP core resources were the United States of America, Sweden, Denmark, Japan, the Netherlands, Norway, Germany, Italy, Canada and France. Countries that raised their contributions from the previous year include Finland, the Netherlands, Norway, Sweden and Switzerland. The developing countries which pledged more than $1 million to UNDP are China, Colombia, Cuba, India, Indonesia, Pakistan, the Republic of Korea, Saudi Arabia, Sri Lanka and Thailand.

## B. Programme expenditures by source of funds, region and sectors

3. In 1990, total expenditures from UNDP core resources totalled an estimated $1.4 billion, with $1 billion spent on field programmes. Of this last amount, about half went for project personnel, 20 per cent for equipment, 15 per cent for subcontracts, 13 per cent for training and the remainder for miscellaneous expenses such as maintenance and operation costs. Aside from field programme expenditures, the $1.4 billion also covered support costs for executing agencies and planning and management costs and disbursements made for trust funds administered by UNDP.

4. Of the $1 billion used for field programme expenditures, 81 per cent came from indicative planning figure (IPF) resources; 13 per cent from cost-sharing arrangements; 3 per cent from Special Programme Resources (SPR); 2 per cent from the Special Measures Fund for the Least Developed Countries (SMF/LDCs) and 1 per cent from Special Industrial Services. A detailed statistical breakdown is provided in an addendum to the present report (DP/1991/10/Add.2).

5. Concerning the regional distribution of funds, 36 per cent of the $1 billion was utilized in Africa, 34 per cent in Asia and the Pacific, 15 per cent in Latin America and the Caribbean, 10 per cent in the Arab States and Europe and 5 per cent by UNDP's global and interregional programmes.

6. In regard to sectoral disbursements, general development issues and agriculture, forestry and fisheries accounted for 22 per cent and 19 per cent of field programme expenditures, respectively. Also among the top five sectors were industry, 12 per cent, natural resources, 11 per cent and transportation and communications, 8 per cent.

### C. New project approvals

7. There were 1,256 new projects approved last year. The value of new projects approved in 1990 was $850 million, compared with $589.6 million in 1989. Of the $850 million, $160 million represented cost-sharing from Governments and third-party donors. The three sectors receiving the largest funding shares were: general development issues, policies and planning, which received 28 per cent; agriculture, forestry and fisheries, which received 13 per cent, and industry, which received an 11 per cent share. UNDP also helped to attract over $14 billion in follow-up investment from other donors in 1990, which is used, largely, for capital works and infrastructure improvement. The amount is up from $9 billion in 1989.

## II. COUNTRY AND INTERCOUNTRY PROGRAMMES

### A. Africa

8. In recent years, more than 30 African countries have initiated structural adjustment programmes and continue to implement reforms. Such steps include liberalization of external trade, devaluation of overvalued currencies, tight fiscal and monetary policies and a reduction in the size of the public sector. Economic growth in sub-Saharan Africa slowed to roughly 3 per cent in 1990, compared with the approximate 3.25 per cent growth in the gross domestic product (GDP) in 1989. Contributing to this slow-down was the sharp increase in crude oil prices.

9. The performance of African economies in 1990 varied from country to country. Botswana, Ghana, Madagascar and Mauritius registered positive growth rates of about 5 per cent. Domestic conflict and drought resulted in economic decline and food shortages for Angola, Ethiopia, Liberia and Mozambique.

10. The Second United Nations Conference on the Least Developed Countries (Paris, 3 to 14 September 1990), 1/ was held to assess the progress of LDCs since the last such meeting in 1981. Of the 42 LDCs in the world, 29 are in Africa. LDCs continue to receive increasing UNDP support to help bolster their fragile economies. During its thirty-seventh session, the Governing Council in its decision 90/34 of 23 June 1990, allocated 55 per cent of IPF resources to LDC countries for the next programming cycle.

11. Last year, with UNDP support, 28 countries in Africa were proceeding with national technical cooperation assessments programmes (NaTCAPs), which help Governments to identify long-term development needs. By the end of the year, plans had been made for launching NATCAPs in nine more African countries. Additionally, countries in the region have been taking advantage of the technical and financial resources available through the Management Development Programme (MDP). Missions have been dispatched to the field and programmes are now active in most countries of the region.

12. In 1990, UNDP laid the groundwork for launching two new initiatives: the National Long-Term Perspective Studies and the African Capacity Building Initiative (AcBI). The latter is also supported by the World Bank and the African Development Bank (AfDB). The first will be used to create follow-up initiatives to structural adjustment programmes, while ACBI will establish a core of African experts to help manage the development process in the region.

13. Through Social Dimensions of Adjustment (SDA) projects, UNDP is helping participating Governments find ways to reduce the hardships that may result from structural adjustment. Since its inception in 1988, the programme, which is co-sponsored by UNDP, the World Bank and AfDB, has been established in some 30 African countries. Last year, for example, an SDA project was started in the United Republic of Tanzania, with UNDP taking the lead in providing training and management support.

14. In 1990, critical issues in food supply were addressed through the joint efforts of UNDP, the World Bank, AfDB and the Carter Center through Project Africa. The effort is helping Governments to develop long-term strategies for food security and to mobilize vital international resources. Programmes are now under way in eight African countries with UNDP playing a major role in Uganda and the United Republic of Tanzania.

15. UNDP, together with the United Nations Environment Programme (UNEP), is assessing the impact of development on the environment in several countries. In Zimbabwe, preparations are under way for the first Sustainable Network for Development Project in the region, which will help the Government to incorporate environmental concerns into long-term development plans. It will also seek to forge a network of non-governmental organizations (NGOs) that will be involved in the programme. Additionally, negotiations have begun with UNEP and the World Bank over African projects to be funded by the newly established Global Environmental Facility, which is mobilizing international funding to help safeguard the earth's habitat.

16. In the Human Development Report 1990, 2/ a special section on Africa showed that while human development on the continent has progressed over the past 25 years, literacy rates have remained the lowest in the world. Since the publication of the report, several African Governments have asked UNDP to send human development missions to their countries to assist them with longer-term planning.

17. The acquired immunodeficiency syndrome (AIDS) pandemic continues its spread across the continent. A large proportion of reported AIDS cases have been found in sub-Saharan Africa. In some cities of the more heavily infected countries, the infection rate of people between the ages of 20 and 40 years is as high as 30 per cent. By the end of 1990, UNDP and the World Health Organization (WHO) had launched some 23 AIDS-related projects in the region. Some are providing institutional support. Others are assisting important prevention and control programmes. In Uganda, a donor mission was launched to help that country develop a long-term planning capability for dealing with AIDS, and to assist in the mobilization of resources.

18. Environmental disasters and famine continue to affect a large number of vulnerable populations on the African continent. In 1990, an estimated 4 million refugees fled to neighbouring countries, placing increasing pressure on the already strained resources of host Governments. Nine countries in Africa hosted an estimated 80 per cent of the refugees: Burundi, Ethiopia, Malawi, Mozambique, Uganda, the United Republic of Tanzania, Zaire, Zambia and Zimbabwe. UNDP continues to identify and implement projects designed to assist both the displaced populations and host countries. In response to an appeal by the Secretary-General of the United Nations for assistance to Angola, UNDP approved $4.3 million in 1990 for the establishment of an emergency unit. It was geared towards providing logistical support for the implementation of a special relief programme, improving the Government's capacity to manage current relief operations and setting in place mechanisms to forestall famine in the future. In Mozambique, the UNDP emergency unit has continued to play an important role in coordinating the efforts of the Government, organizations and bodies of the United Nations system and the donor community. Plans are also under way for UNDP and the Office of the United Nations High Commissioner for Refugees (UNHCR) to work together in implementing emergency and longer-term rehabilitation efforts.

## B. Asia and the Pacific

19. The impressive economic performance of the region, characterized by a high growth of 9 per cent in 1988, slowed to 6 per cent in 1989. This downturn persisted and dropped to 5.4 per cent in 1990, and was due, in part, to higher energy costs, declining export earnings and cut-backs in worker remittances as a result of the situation between Iraq and Kuwait.

20. Throughout the region, there were wide variations in growth. Member countries of the Association of South-East Asian Nations (ASEAN) maintained their robust advances with an increase in intraregional trade and large inflows of direct investment, principally from Japan. The least developed and Pacific island countries, however, continued to fare poorly. The Middle East crisis had an especially adverse effect on the economies of South Asian countries. The rise in energy import costs, the loss of remittances from migrant workers and the loss of export markets in Iraq and Kuwait are undermining many of the region's economies.

21. The IPF resources available to Asia and the Pacific for the fourth programming cycle (1987-1991) totalled $1.5 billion. The SMF/LDCs, SPR and cost-sharing contributions provided another $132 million. About 70 per cent of the $1.6 billion of programming resources had been expended by the end of 1990.

22. Over 2,000 country and regional projects are under way in Asia and the Pacific. Project expenditures in 1990 are estimated at $303 million, up from $265 million in 1989. Twenty per cent of these funds were directed towards the industrial sector. Agriculture, forestry and fisheries accounted for 18 per cent, natural resources for 15 per cent and development planning for

13 per cent. A shift in programme emphasis to human development is expected to result in a rise in expenditures in the social sectors, which currently account for 11 per cent.

23. Efforts to promote national execution are reflected in the rise in expenditures for nationally executed projects, which amounted to $26 million in 1990, up from $19 million in 1987. To boost national execution, training is being given to government staff in several countries, including China, Indonesia and Myanmar. UNDP field offices are also conducting studies to identify technical and management needs at the national level.

24. Resident representatives are consulting closely with Governments on the preparations of new country programmes. Three country programmes will be submitted to the Governing Council in June 1991, and others are planned for 1992. Along with national execution and human development, they will emphasize the six priority areas established by Governing Council decision 90/34: poverty eradication and grass-roots participation in development; environment problems and natural resource management; management development; technical cooperation among developing countries; transfer and adaptation of technology for development; and women in development. The country programmes will also address existing and emerging concerns, including urban growth, AIDS and the economic implications of the situation between Iraq and Kuwait.

25. Several special initiatives are being taken to formulate human development strategies. These include missions to Bangladesh, India, Indonesia, Pakistan and Viet Nam. In Bangladesh, UNDP will assist the Government in preparing a long-term human development programme. The Government of Indonesia, which has set up a National Steering Committee on Human Development, will benefit from UNDP assistance in developing a country-wide strategy. In Pakistan, which has also established a working committee, the mission will review needs in education and health, along with issues relating to equitable growth.

26. All resident representatives in the region participated in the Asian Ministerial Conference on the Environment (Bangkok, 10 to 16 October 1990). The conference stressed the linkages between the environment and human development and the importance of grass-roots participation at all stages of the development process. Several new UNDP initiatives were endorsed, including the Asia-Pacific 2000 Programme, which will assist NGOs in confronting urban environmental problems. UNDP is also helping Governments to prepare presentations for the forthcoming United Nations Conference on Environment and Development (UNCED) to take place at Rio de Janeiro, from 1 to 12 June 1992.

27. A number of new initiatives have also been taken to address issues concerning women. A study in Bangladesh, for example, has led to a series of recommendations for addressing women's concerns. In India, UNDP and the United Nations Development Fund for Women (UNIFEM) are jointly funding a women in development adviser to support UNIFEM projects and also to ensure that gender issues are considered in all UNDP projects.

28. The AIDS pandemic, now spreading at an alarming rate in some countries, has become an urgent priority. All UNDP field offices are conducting national workshops for government agencies, NGOs, and other community members to increase awareness of the disastrous consequences of AIDS. The workshops are in preparation for a major regional conference on AIDS scheduled to be held by the end of 1991. Resident representatives are consulting with Governments on the formulation of immediate and long-term plans to address AIDS-related problems and how UNDP can assist in their implementation.

29. In 1990, MDP assisted Governments in the region in their efforts to move from centrally planned to market-oriented economies. Large-scale projects to improve management capabilities were approved for Laos, Mongolia, Myanmar, Papua New Guinea and Viet Nam. The Mongolia project, which is helping the Government to strengthen research, training and management, has been a notable success, and led to an international seminar on economic reform in September 1990.

30. At present, nearly 200 projects in the region, valued at $160 million, directly or indirectly involve private sector development. Of this number, approximately 20 per cent promote entrepreneurship. A project in Laos, conducted in collaboration with the World Bank, is helping the Government to privatize public enterprises, develop new economic and business legislation and promote foreign investment.

31. In preparation for the fifth cycle intercountry programme (1992-1996), a regional symposium was held in 1990 at Honolulu. It identified the special needs of subregions and recommended appropriate responses by the Regional Bureau for Asia and the Pacific. Regional programmes are now being devised for human development, environment and management of natural resources.

32. UNDP field offices in the region play an important role in aid coordination. The Bureau also continues to organize round-table meetings not only for LDCs but also for other countries. In May, round-table meetings were convened for the Cook Islands, Fiji and Western Samoa. Preparations are now under way for the round-table meetings for six other countries.

## C. Arab States and Europe

33. In 1990, the situation between Iraq and Kuwait inflicted increasing economic and social hardship on countries in the region, particularly Egypt, Jordan, Turkey and newly unified Yemen. 3/ All lost revenues from trade, tourism and worker remittances, and confronted the problem of reintegrating hundreds of thousands of returnees. Sudan braced for impending famine, while fighting in Somalia continued to cause grave concern. These events cast a shadow on regional cooperation and programme implementation.

34. A more positive picture emerged in Lebanon, where Greater Beirut was brought under the authority of the central Government, and where hopes were pinned on a campaign of reconstruction and development following 15 years of

civil strife. Also positive were the moves in North Africa to reinforce integration within the Arab Maghreb Union through an economic common market.

35. In Eastern Europe, assistance focused on support for the transition from centrally planned to market economies. The UNDP Regional Bureau for Arab States and Europe was strengthened by merging existing posts into a Division for Europe, and appointing a division chief. A liaison office was opened in Poland, and preparations were made for an office in Albania.

36. In 1990, the Arab and European programmes supported major new initiatives in key areas, including the environment, women in development and the private sector. Rapid action was needed to respond to new circumstances, particularly in Europe, in Yemen and in emergency situations. Many of the projects continued to forge strong links between the Arab and European regions.

37. Programme delivery was adversely affected by the emergency situation that prevailed in many countries as a result of the situation between Iraq and Kuwait. Nevertheless, the Bureau estimates an IPF expenditure of $91 million in 1990, an increase of approximately 15 per cent over 1989.

38. The mid-term review of the fourth regional programme for the Arab States (Damascus, 14-16 October 1990) reinforced the themes of the fourth cycle intercountry programme (1987-1991), which includes food security, technology and human resource development. It also recommended that environment, energy, trade and water resources be emphasized in the next cycle (see DP/1991/6/Add.8).

39. UNDP succeeded in addressing environmental concerns in many of the regional projects for the Arab States and Europe. Environmental activities ranged from small national to major regional projects. A $295,000 project executed by the Tunisian National Environmental Protection Agency of Tunisia included a seminar to sensitize industrialists, a campaign to keep Tunisian beaches clean, a drawing contest for children and a round table to mobilize funds for environmental protection.

40. A major environmental initiative was launched in 1990: the $15 million Mediterranean Environmental Technical Assistance Programme (METAP). It is financed by the regional programmes for the Arab States and Europe, the World Bank, the European Investment Bank and the Commissions of the European Communities. The programme will assist countries in strengthening national capacity in environmental management and in designing innovative projects. It will also help develop policies concerning water resources and waste-water management, marine oil pollution, solid and hazardous waste and coastal zone management.

41. UNDP also proposed the creation of a centre for the environment and development for the Arab Region and Europe, to help ensure that environmental concerns are integrated into development efforts. The proposed centre would draw on the strengths of existing institutions throughout the Arab States and Europe, and would initially concentrate on management of freshwater resources and the utilization of land resources.

42. In 1990, UNDP organized a major regional conference 4/ to identify the obstacles that impede the full integration of Arab women in development. The conference was co-sponsored by the League of Arab States (LAS) and the Economic and Social Commission for West Africa (ESCWA). UNDP is now formulating a programme to address some of the areas of concern raised at the meeting.

43. UNDP contributed to the debate on sustainable development in the region by hosting a high-level seminar in March 1990, 5/ co-sponsored by the Arab Thought Forum and the Arab Fund for Economic and Social Development (AFESD). The topics focused on economic and social issues, informatics, energy, environment, women and NGOs. The ideas and recommendations that were generated will be applied to future projects and programming.

44. Eastern Europe was a major focus in 1990 concerning private sector development. UNDP helped sponsor a national privatization conference in Poland in October. In November, it co-sponsored a regional privatization conference in Yugoslavia which brought together leaders of privatization agencies from Bulgaria, Czechoslovakia, Hungary, Poland, Romania and Yugoslavia.

45. UNDP responded quickly to the declaration of a unified Republic of Yemen in May 1990. A high-level mission in June, headed by the Regional Director of the Bureau, met with the Prime Minister and senior government officials, and reviewed the implications of unification for development. A subsequent mission in July assessed the country's development needs, and a unified UNDP field office was later opened in Sana'a.

46. Many countries of the region faced emergencies caused by drought, famine and conflict. As one of the front-line countries in the situation between Iraq and Kuwait, Jordan had to cope with large-scale problems caused by some 700,000 people who passed through the country on their way home from Iraq and Kuwait. The Government was assisted by the organizations and bodies of the United Nations system in efforts coordinated by the UNDP resident representative who is also the United Nations Resident Coordinator in Jordan.

47. A valuable example of dealing with critical emergencies is the UNDP Emergency Programme to Combat Famine in the Sudan which addresses the country's acute shortages of food, fodder and water. The programme will be implemented in 1991 by UNDP, the United Nations Children's Fund (UNICEF), the World Food Programme, (WFP) and a number of NGOs, and will combine emergency food assistance with development activities.

48. In Turkey, an ambitious project took shape in 1990 for the economic integration of the Bulgarian ethnic Turks who arrived in the country as refugees in 1989. The Turkish and United States Governments asked UNDP to manage the programme, which is financed through a grant of $10 million by the United States Agency for International Development (USAID). The programme trains both men and women in employment areas where the national need is high, from construction to office skills.

49. An excellent example of a rapid response to managing natural disasters is UNDP involvement in the fight against the screwworm fly in the Libyan Arab Jamahiriya. The $1.2 million country project was reinforced by a regional effort to monitor, quarantine and treat infestations. A large-scale eradication programme using sterile insect techniques was designed. UNDP, the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) co-sponsored a major pledging conference to raise funds for the eradication programme.

## D. Latin America and the Caribbean

50. The structural adjustment programmes adopted by most of the countries in the region had harsh social consequences, and often contributed to further economic and social regression. As the region enters the 1990s, however, there is room for cautious optimism. It can look forward to improved prospects and a resumption of growth as long as it maintains the pace of policy reforms and harnesses its considerable resources more effectively. However, more stable terms of trade and an increase in net financial transfers are essential if the countries are to achieve sustained economic growth.

51. The key to a strategy for durable recovery is, however, investment in human resources development. In this context, the renewal of the democratic processes in the region is clearly associated with increased expectations of a more decent life. The need for human development has been recognized as an indispensable ingredient of the political dialogues now taking place in the countries.

52. The main areas of focus in the region during the fifth programming cycle (1992-1996) will include environment, poverty, public sector management, women in development, transfer of technology and technical cooperation among developing countries. The fourth programming cycle (1987-1991) also included several initiatives which addressed these priority areas.

53. Latin America is experiencing alarming rates of environmental deterioration, which, among other things, is causing the destruction of plant and animal species. The burden posed by 200 million people living in poverty in the region and by payments on external debt have made it difficult for Governments to invest in longer-term social and environmental programmes.

54. UNDP has undertaken a number of environmental initiatives at both the regional and national levels. The Amazonian Botanical Research Programme has established a network designed to share information on existing plant species. Another project is assisting Brazil in implementing a World Bank loan for improving management of national parks, biological reserves and ecological stations. In addition, a new project approved for Peru will assist in the designing of a tropical forest plan.

55. Poverty has dramatically escalated since the beginning of the debt crisis and the recent implementation of structural adjustment programmes. Poverty continues to receive priority in various country programmes. A group of 17

UNDP projects in Colombia supports the national strategy for the alleviation of poverty. One of the projects, the National Plan for Rehabilitation, has helped to mobilize over $1.1 billion in donor funding and investments to be used to improve conditions in the poorest areas of the country.

56. A social emergency programme was established in Peru to help that country overcome the dire social and economic problems it faces, while, in Bolivia, a social emergency fund has brought new jobs and improvements in health and education. Similar efforts are under way in El Salvador, Guatemala, Haiti, Honduras, Nicaragua and Panama.

57. The Human Development Report 1990 1/ asserts that human development should enlarge people's range of choices. The democratic Governments of the region have assigned a high priority to the expansion of political freedoms and human rights, and some have addressed them in their fourth cycle country programmes. Noteworthy in this respect is the decision by the Government of Paraguay to establish a centre for human rights, an initiative supported by UNDP.

58. In response to growing social disorder and violence, the Government of Colombia established the Presidential Office for the Defence, Protection and Promotion of Human Rights. UNDP is helping to develop programmes to defend the rights of children, women and marginal groups. Likewise, in Haiti, UNDP helped the Government to encourage the greatest possible turnout in the 1990 elections, and assisted in devising electoral legislation and procedures.

59. The economic crisis and the armed conflicts in Central America during the 1980s resulted in a steady flow of displaced persons and refugees. By the end of 1989, their numbers were estimated at 2.2 million. As part of the Special Plan of Economic Cooperation for Central America, 6/ the Central American Governments organized the International Conference on Central American Refugees (CIREFCA) which adopted a strategy to integrate uprooted populations and support the socio-economic development of the host communities. 7/ The programme of assistance will benefit more than 400,000 people, and is receiving financial support from the Government of Italy.

60. In 1990, UNDP supported structural adjustment programmes being implemented in the region by the World Bank and the International Monetary Fund (IMF), paying special attention to efforts aimed at mitigating the adverse social consequences of these programmes. This was particularly evident in Guyana and Jamaica.

61. In Guyana, following a commitment made by the Government to implement an economic recovery programme, UNDP initiated a series of projects addressing both public sector and social concerns. In Jamaica, UNDP has been involved in negotiations between the Government and the World Bank, which resulted in the country's first loan to be used exclusively for the social sector. Similar initiatives concerning economic and social recovery are under way in Ecuador and Paraguay.

62. Initiating technology transfers for developing countries in the region remains a high priority. One UNDP project is helping the Centre for Technological Innovation in Mexico to modernize its facilities. In Brazil, UNDP has assisted the Research and Development Centre of TELEBRAS, a telecommunications facility, in obtaining state-of-the-art technology and in transferring it to the private sector. In Uruguay, UNDP has helped to attract 80 expatriate Uruguayan scientists to volunteer for consultancy assignments through the Transfer of Knowledge through Expatriate Nationals (TOKTEN) programme. It has also assisted in creating postgraduate studies in chemistry, mathematics, biology and physics at the University of Montevideo.

## III. GLOBAL AND INTERREGIONAL PROGRAMMES

63. The global programme supports research devoted mainly to agricultural and health problems, while the interregional programme assists such sectors as fisheries, water supply and sanitation, urban management, human resources and energy. It also promotes cooperation between developing countries in sharing research and exchanging knowledge and skills. Both programmes receive support from bilateral donors and international organizations, as well as from UNDP core resources.

64. At its thirty-seventh session, in June 1990, the Governing Council considered the mid-term review of global and interregional activities in the fourth programming cycle (DP/1990/38/Add.10). The review concluded that, while most programmes are being implemented as foreseen, UNDP has also responded to problems not clearly anticipated when plans for the fourth programming cycle were formulated. Such problems include the AIDS pandemic, debt management and environmental degradation. The Governing Council responded positively to the recommendation by the review that increased resources should be made available to the global and interregional programmes in the fifth programming cycle (decision 90/33 of 20 June 1990).

65. The tsetse fly is a notorious pest affecting broad areas of Africa. It is a carrier of trypanosome, a parasite that attacks domestic cattle and causes sleeping sickness in humans. The tsetse fly affects 37 countries in Africa. A closely related type of trypanosomiasis occurs in Latin America and Asia. The global programme is supporting two major research projects that are focused on controlling the parasite. One is at the International Laboratory for Research on Animal Diseases, which is working on a vaccine against trypanosomiasis for cattle. The other is at the International Centre of Insect Physiology and Ecology, which is refining technologies in reducing the tsetse fly population through the use of baited traps. Both research groups are in Nairobi.

66. The need to assist developing countries in semi-arid regions to improve production of important food staples, such as sorghum, millet and maize, has resulted in UNDP support to three important institutes. The International Crops Research Institute for the Semi-Arid Tropics (Patancheru, India) is improving varieties of sorghum and millet in Africa and Asia. The

International Centre for Maize and Wheat Improvement (Mexico City) is improving harvests of maize in tropical regions. The International Fertilizer Development Centre (Alabama) is promoting the use of indigenous phosphate rock as an important plant nutrient that is often limited in tropical soils.

67. Reducing the use of synthetic pesticides is a goal shared by many developing countries that wish to protect their environments. UNDP sponsored a meeting on integrated pest management to consider the use of alternative control strategies in developing countries. Similarly, a UNDP/FAO project is supporting research aimed at finding safer and improved ways to control desert locusts without pesticides.

68. A $12.2 million contribution to the Consultative Group on International Agricultural Research (CGIAR), an organization that supports 13 agricultural research centres, was supplemented by $236 million in funding from other donors. CGIAR assists developing countries in finding ways to maintain adequate food supplies without having to destroy more forest lands for agriculture.

69. In collaboration with the Government of India, UNDP organized the Global Consultation on Safe Water and Sanitation for the 1990s (New Delhi, 10 to 14 September 1990) to assess the results of the International Drinking Water Supply and Sanitation Decade, which ended in 1990. One important outcome of the meeting was the drafting of new strategies outlined in the New Delhi Statement (A/C.2/45/3, annex). They call for improved environmental protection, the safeguarding of health, institutional reforms, the use of appropriate technologies, community management and better use of financial resources. The key principles of the New Delhi Statement were adopted by the United Nations General Assembly in its resolution 45/181 of 21 December 1990.

70. The UNDP/World Bank Water and Sanitation Programme will be a major instrument in translating the principles of the New Delhi Statement into field programmes. Over the past 10 years, the programme has been active in more than 40 countries and has gained broad experience in the development of low-cost, community managed water supply and sanitation projects. Currently, about 30 interregional, regional and country projects financed by UNDP and the bilateral donor community are being implemented by the programme. One initiative, Promotion of the Role of Women in Water and Environmental Sanitation Services (PROWWESS) continues to work in 20 developing countries in four regions.

71. UNDP contributes $2.5 million annually from the global programme to the Special Programme for Research and Training in Tropical Diseases, a multi-donor partnership in health research which is co-sponsored by UNDP, WHO and the World Bank. Its goal is to develop improved techniques for controlling tropical diseases. By 1990, it had linked some 5,000 scientists in 135 countries in a global scientific effort to fulfil its mandate. Results include new drug therapies, diagnostic tests and vector control methods.

72. International efforts to reduce child mortality received a boost last year when UNDP, UNICEF, WHO and the Rockefeller Foundation agreed to establish a consultative group on the Children's Vaccine Initiative. The group, formed as a result of the World Summit for Children in 1990, 8/ will mobilize resources to help research and develop new and improved vaccines. It is expected that in 1991 the consultative group will mobilize international agencies, bilateral donors, foundations, private and public sectors in a common vaccine campaign.

73. The HIV/AIDS pandemic will continue to have a profound impact on both developed and developing countries in the 1990s. Since 1987, the global programme has supported prevention and care programmes as part of the WHO/UNDP Alliance to Combat AIDS, and has also assisted Governments with donor coordination. Under the interregional programme, a global review concerning women and HIV/AIDS is under preparation, as is a data base covering all areas of UNDP assistance relating to the disease. Additionally, an interregional programme funded by the UNDP Division for Global and Interregional Programmes (DGIP) was initiated to help raise the awareness of the international development community in regard to the socio-economic implications of the pandemic. Also noteworthy is the Global Blood Safety Initiative, which aims to assure that blood and blood products world wide are safeguarded against the HIV virus and other diseases.

74. UNDP co-sponsored the Study of International Fishery Research Needs for Developing Countries, along with FAO, the World Bank and the Commissions of the European Communities.

75. As a result of the work of a UNDP-appointed debt management team, an inter-agency consultation was held in October 1990. Among other things, it has encouraged a number of agencies, including the United Nations Conference on Trade and Development (UNCTAD), UNDP, the World Bank and IMF, to develop joint strategies and programmes involving the important issue of debt management assistance to developing countries. In 1990 as well, the UNDP/World Bank Trade Expansion Programme completed major trade policy assessments in Madagascar, Morocco, Uganda and Uruguay, and initiated work in Kenya and Peru.

76. A widely circulated study commissioned by UNDP 9/ from the interregional programme led to a recommendation that an international environmental facility be created to identify environmental priorities. Since then, UNDP, the World Bank and UNEP have helped create the Global Environmental Facility. It will provide assistance to developing countries in four priority areas: protection of the ozone layer, climate change and global warming, protection of bio-diversity, and the clean-up and protection of international waters.

77. UNDP initiated a study under the interregional programme on the factors determining the quality of primary education. The study examines schools in diverse social, cultural and economic settings, and draws on expertise from four target countries: China, Guinea, India and Mexico. The International Institute for Educational Planning, affiliated with the United Nations

Educational, Scientific and Cultural Organization (UNESCO) is carrying out the research. As part of an interregional project on the improvement of basic educational services, thousands of copies of the publication Investing in the Future: Setting Educational Priorities in the Developing World 10/ were distributed world wide.

78. The Urban Management Programme, a 10-year initiative extending to 1996 and co-sponsored by UNDP, the United Nations Centre for Human Settlements (Habitat) and the World Bank, seeks to develop policies for improving land management and infrastructure in urban areas, the use of financial resources and the environment. The programme has prepared strategies to strengthen economic prospects in urban communities. It has also been instrumental in raising urban issues among external support agencies and in increasing the number of grants and loans made to developing countries.

## IV. OTHER PROGRAMME DEVELOPMENTS

### A. Non-governmental organizations

79. UNDP has expanded cooperation with NGOs and grass-roots groups involved in the alleviation of poverty, preservation of the environment and community-based participatory development. Some UNDP programmes provide grant support for NGO field activities while others focus on NGO capacity-building.

80. Sixty countries participated in the Partners in Development Programme last year. It encourages UNDP resident representatives to provide grants as high as $25,000 to support NGO activities. More than 400 awards have been made since the programme was launched in 1988, mainly for community-based, self-help initiatives and income-generating projects. The programme was supported in 1990 by contributions of over $1 million from SPR and $450,000 from SMF/LDCs. An independent evaluation recommended that the per country allocation be increased from $25,000 to at least $50,000. In late 1990, the United Nations Capital Development Fund (UNCDF) decided to support small projects through the Partnerships in Development Programme, and has earmarked $450,000 for a 10-country pilot project.

81. The Africa 2000 Network, a regional programme that supports efforts by NGOs and grass-roots organizations to preserve the environment, was active in eight countries in 1990: Burkina Faso, Cameroon, Ghana, Kenya, Rwanda, Senegal, Uganda and Zimbabwe. Approximately 100 awards, ranging from $1,000 to $50,000, were made to grass-roots groups, NGOs and NGO associations under the Africa 2000 Network programme.

82. In October 1990, UNDP organized an inter-agency mission to Cambodia to lay the groundwork for future cooperation between NGOs in Cambodia and the bilateral and multilateral aid agencies that are expected to assist that country in the future.

83. Drawing on the Africa 2000 Network as a successful model, the Regional Bureau for Asia and the Pacific will launch the Asia-Pacific 2000 Initiative in 1991. It will support the environmental activities of Asian NGOs and grass-roots groups, mainly in urban areas.

## B. Environment

84. In 1990, UNDP continued to support a range of initiatives aimed at protecting the environment and promoting sustainable development. Nearly 25 per cent of all projects approved at headquarters in 1990 addressed environmental concerns. One important initiative launched last year was the Sustainable Development Network. It will help speed important technical and environmental information to developing countries by tapping the resources of governmental, non-governmental and grass-roots organizations that are linked by UNDP field offices.

85. UNDP, together with UNEP and the World Bank, launched the Global Environmental Facility in 1990 to raise additional funding to help developing countries implement programmes that protect the global environment. The new initiative aims to raise over $1 billion to address the issues of global warming, the safeguarding of bio-diversity and the protection of international waters and the ozone layer.

86. To help developing countries prepare for the forthcoming United Nations Conference on Environment and Development, to be held in Rio de Janeiro, in 1992, UNDP is providing support to Governments in preparing national reports and position papers. Additionally, UNDP is contributing to the production of World Resources 1992-93, 11/ a report on environment and development to be considered at the conference.

87. In an important study co-financed by UNDP and the Government of Finland, researchers pinpointed ways for China to reduce sharply its emissions of ozone-depleting chemicals. The plan calls for technical assistance and investments that will lead to the substitution and/or safer use of harmful chloro-fluorocarbons in manufacturing over the next three years.

88. During 1990, UNDP continued to organize important workshops on sustainable development and the environment to benefit developing countries. By the end of 1990, policy makers from nearly 80 countries had participated in these workshops.

89. Responding to Governing Council decisions 89/28 of 30 January 1989 and 90/20 of 22 June 1990, UNDP is formulating environmental management guidelines to assist Governments as well as UNDP staff in addressing environmental concerns in all development activities. The guidelines were field tested during the year in Brazil, the Gambia, Indonesia, Nepal and the Philippines. They will be introduced to field offices and government counterparts through training sessions.

## C. Eradication of poverty

90. In 1990, UNDP expanded its efforts to eradicate poverty in developing countries. Initiatives were launched to improve health and education services, increase access to credit and monitor the effects of structural adjustment programmes on the poor. The latter is especially true in Guyana and the United Republic of Tanzania, where new projects aim to mitigate the harsh consequences of economic reforms on vulnerable groups.

91. In the Sudan, UNDP is working to alleviate critical poverty by supporting employment generation tied to local development and conservation efforts. Also in Africa, the Grassroots Initiatives Support Fund provides start-up capital for small enterprises. Two such funds were approved in 1990 for Burkina Faso and Lesotho. This brings the total number of these funds in Africa to 10.

92. In Asia and the Pacific, a new UNDP project is helping the Chinese Government to promote economic development in poor and remote parts of the country. Another project, in Indonesia, is organizing farmers and landless people into collectives, and helping them create small businesses by providing training and credit.

93. In Latin America and the Caribbean, the first UNDP regional programme on poverty launched in 17 countries in 1986 has developed a new social progress index to help Governments measure more accurately the needs and conditions of people living in poverty. Social emergency funds were also recently established to improve health and education services and create new jobs in Bolivia, El Salvador, Guatemala, Haiti, Honduras, Nicaragua and Panama.

94. The 1990 regional conference on poverty in Latin America and the Caribbean, 12/ held with UNDP support, focused additional attention on the severity of poverty issues and drew participants from throughout the region.

## D. Transfer of technology

95. UNDP continues to place great emphasis on transferring new and environmentally sound technologies to developing countries. Central to this goal is providing training and know-how without which modern and complex equipment is rendered useless.

96. In 1990, UNDP helped to bring important technology to Libya to fight the dreaded screwworm fly, which imperils livestock. New prevention techniques to combat river blindness and guinea worm were also put to use in several African countries. In water-starved Sahelian countries, weather forecasting systems are being installed with UNDP help; and new handpumps, modelled on ones from India, are now being assembled in remote parts of China, the result of a joint UNDP/World Bank effort.

97. Together with WHO, UNDP is supplying the latest blood screening equipment to developing countries as part of a global campaign against AIDS, and is training health workers. In Brazil, UNDP is helping to improve the country's telecommunications industry with state-of-the-art equipment. In Mexico, the Centre for Technological Innovation, an important national institution, is now being modernized with UNDP help.

## E. Women in development

98. UNDP continued its efforts to ensure that women's concerns are incorporated in all of its development activities. Several field offices took initiatives of their own to ensure that this goal is met and recruited women in development consultants.

99. The establishment of a field office in Namibia provided an opportunity for UNDP to demonstrate its commitment to women in development by creating a post for a senior adviser for women in development. This was the first initiative taken by UNDP to ensure that newly established offices incorporate gender concerns in projects and in the country programming process.

100. UNDP also took steps to ensure that women's concerns are integrated into its environmental projects and policies, and to raise the awareness of women about the HIV/AIDS pandemic and its broader implications for women.

101. A number of training workshops relating to the gender issue were held in 1990. Most of these workshops were held in field offices with government officials and UNDP staff participating. One regional workshop was conducted for all WID focal points in UNDP offices in the Arab States. Additional training workshops were also held at UNDP headquarters.

## F. Human development

102. In May 1990, UNDP published its first human development report. 1/ It examined traditional methods of measuring human development and established a new composite index: the human development index. This index goes beyond per capita GNP as a measure of national success. It ranks countries by a combination of literacy, longevity and purchasing power. One key finding is that decent levels of human development are possible even with modest GNPs. The UNDP report generated a great deal of interest and debate, reflected in nearly 1,000 news reports.

103. The Human Development Report 1991 13/ will focus on the issue of financing human development - who pays for it and who should benefit from government allocations.

104. UNDP also helps Governments to formulate strategies that promote human development. Efforts are already under way in Cameroon, Pakistan and Viet Nam. In several other countries, including Colombia, Ghana, Mexico and Madagascar, initial consultations have been completed.

105. Based on the database of the human development reports, human development profiles have been prepared for all developing countries. These profiles record past achievements in human development, as well as continuing human deprivation and disparities among different population groups.

106. A major obstacle that hinders human development analysis and planning is the lack of reliable statistics. UNDP will therefore continue to assist Governments in improving social statistics at the country level.

## G. Management Development Programme

107. The Management Development Programme (MDP), which was established in 1988 with funds totalling $60 million, is open to all developing countries, but focuses on low-income countries whose Governments make major efforts to improve management in the public sector. MDP helps Governments develop the necessary programmes to accomplish this and contributes to their financing. By the end of 1990, more than 90 countries had requested support. Projects had been approved in 32 countries, and needs assessments and programming missions had been undertaken in 56 others. MDP has committed $29.6 million to approved projects and programme development, and $25.8 million has come from other sources for activities planned under MDP. Many projects help countries in their transition from centrally planned to market economies. Decentralization and civil service reform are other important concerns addressed by MDP.

## H. Private sector in development

108. UNDP is working to encourage investors and entrepreneurs to fulfil their potential as a powerful force in development. UNDP activities in this area include helping developing countries improve conditions for investment and business development, assisting Governments with privatization programmes and encouraging entrepreneurship, with emphasis on small- and medium-size ventures.

109. To help fulfil these aims, the work of the United Nations International Short-Term Advisory Resources (UNISTAR) has been integrated into the UNDP Division for the Private Sector in Development. In 1990, UNISTAR completed over 90 missions in 28 countries. In India, a team of five UNISTAR advisers presented the Government and the private sector with a plan to revitalize the declining jute industry. In Indonesia, a UNISTAR expert in antique furniture from a renowned auction house helped a local manufacturer overcome design problems and increase international sales. In Uganda, two UNISTAR silk experts reported favourably on the feasibility of establishing a silk industry in the country, and identified potential foreign distributors.

## I. Technical Cooperation among Developing Countries

110. During 1990, the UNDP programme for Technical Cooperation among Developing Countries (TCDC) supported numerous training seminars, regional and interregional meetings and programming exercises. UNDP also continued to develop the TCDC Information Referral System (INRES-South).

111. Two well-attended orientation and training seminars, one conducted in Baghdad and the other in Islamabad, promoted the advantages of applying TCDC concepts to development projects and to utilizing the INRES-South network.

112. Three TCDC programming exercises were supported in 1990, in Ghana, India and Indonesia. The Indonesia exercise was attended by representatives from 29 developing countries, and resulted in agreements for 216 bilateral TCDC projects. The Ghana exercise brought together participants from 17 developing countries, and produced agreements on 101 bilateral TCDC projects. The India exercise, which focused solely on cooperatives, was attended by representatives from 10 developing countries and yielded 59 agreements.

113. In addition, UNDP supported four TCDC workshops that focused on single sectors: two in India, one in Cuba and one in Yugoslavia. One of the India workshops, held at Jaipur, demonstrated the manufacture and fitting of an artificial limb, the "Jaipur Foot", which was developed in that city. The second India workshop, held at Bangalore, concentrated on decision-making by rural women. The workshop in Cuba examined the diverse usages of bagasse - a sugar cane by-product - and recommended the establishment of a bagasse centre for developing countries in Cuba, with branches in Brazil and Mexico. In the workshop in Yugoslavia, that country's experience in poultry development was shared with participants from 11 developing countries.

114. INRES-South began experiments with a new decentralized approach in Algeria, Cyprus, Ghana, Haiti, Iraq, Tunisia and Venezuela. Efforts to upgrade the database software of INRES-South also got under way in 1990, which could improve and speed the dissemination of TCDC data throughout the developing world. More than 4,000 institutions belong to the INRES-South network.

## J. Emergency activities

115. Natural disasters exacted a high toll in many of the countries served by UNDP. In every case, UNDP responded with grants from SPR for emergency relief. In addition, UNDP resident representatives were responsible for providing the Office of the United Nations Disaster Relief Coordinator (UNDRO) with information on the magnitude of each disaster and the response recommended from the international community. In all, emergency assistance totalling $985,000 was approved for 23 countries that suffered from natural disasters in 1990. Rehabilitation assistance of $2.2 million followed UNDP emergency aid for eight of those countries.

116. In February 1990, a cyclone struck several South Pacific island countries. The Cook Islands, Niue, Tokelau, Tonga and Tuvalu each received $30,000 from SPR allocations. Samoa received $50,000. These funds were followed by another $1.5 million in rehabilitation assistance for the five islands most seriously affected. Responding to the earthquake that hit Iran in June, UNDP allocated $50,000 in immediate emergency assistance and $500,000 later to help reconstruct houses.

117. In its decision 90/22 of 22 June 1990, the Governing Council authorized the Administrator to use up to $500,000 from SPR to assess the needs of countries affected by displaced populations. UNDP continues to cooperate with UNHCR in assisting countries to cope with refugees, returnees and displaced persons. The two organizations formulated a joint work programme which includes matters related to resource mobilization, integrated training approaches and development of a database.

### K. Programme of assistance to the Palestinian people

118. Funding of $15 million has been earmarked from SPR in the fifth programming cycle (1992-1996) for the UNDP Programme of Assistance to the Palestinian people, a 25 per cent increase over the fourth programming cycle (1987-1991). Since its inception, UNDP has allocated $40.5 million to this programme, with an additional $22 million raised in supplementary funding from other donors. Last year, $11 million was spent on development activities under this programme, with a special focus on the creation of employment opportunities and support for entrepreneurship.

## V. FUNDS ADMINISTERED BY UNDP

### A. United Nations Capital Development Fund

119. The United Nations Capital Development Fund (UNCDF) provides small-scale capital assistance to LDCs to stimulate income-generating activities and to help people meet basic needs. The Fund's annual commitments now exceed $70 million. At the Second United Nations Conference on the Least Developed Countries held in 1990, 1/ a recommendation was made that the Fund's resources be increased by 20 per cent annually until the year 2000.

120. UNCDF projects have long sought to assist people at the grass-roots level. In Bolivia, UNCDF plans have been finalized to construct six processing plants for quinua, a protein-rich grain. The plants will be managed by the Quinua Producers' Association, which will assume ownership when an eight-year loan is paid off. In Lesotho, a new project has been extending credit to individuals for small business development. A project in the United Republic of Tanzania was launched to help identify and approve credit for small enterprises in the informal sector. Target groups include women, youths, immigrants and other segments of the urban poor. Both this project and the one in Lesotho involve NGOs.

121. Contributions to UNCDF general resources in 1990 totalled $39.7 million, an 8 per cent increase over 1989. Pledges for 1991 are estimated at $46.5 million, representing 17 per cent over 1990. Commitments to new projects, along with grant increases to those now under way, total $78.1 million.

### B. United Nations Revolving Fund for Natural Resources Exploration

122. The United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE) executed five exploration projects for minerals in Bolivia, China, Guatemala, Honduras and the Philippines. A new agreement was recently signed with the Government of the United Republic of Tanzania, and exploration work will begin there in 1991. This project marks the Fund's first co-financing effort with the USSR.

123. The Fund continues to receive a large number of requests for assistance and over 25 projects are currently awaiting financing. Of the 23 projects completed since the inception of the Fund in 1973, 8 have resulted in significant discoveries of minable mineral reserves. A silver mine in Ecuador and a chromite mine in the Philippines are in production. A gold deposit in Peru is under development.

124. Other activities of the Fund include the preparation of environmental guidelines for global exploration and mining. These have been prepared in cooperation with the World Bank and other organizations and bodies of the United Nations system.

125. In 1990, the Fund's expenditures were $2.9 million, including both core and co-financing arrangements. Contributions totalled $2.4 million.

### C. United Nations Fund for Science and Technology for Development

126. The United Nations Fund for Science and Technology for Development (UNFSTD) has nearly 50 ongoing projects in such areas as energy, technological innovation, science and technology policy and entrepreneurial development. The Fund had an income of $4.5 million in 1990. Expenditures totalled $3.5 million, including co-financing arrangements.

127. One of the Fund's most successful recent efforts is the promotion of private enterprise in technical fields through "business incubators". The incubator programme concentrates on small- and medium-size enterprises in the start-up phase by providing help such as seed capital, shared office space and management guidance. Four feasibility studies have been completed for Côte d'Ivoire, Gabon, Nigeria and Zimbabwe. All are now preparing to proceed with the incubator programme. Similar studies in India and the Philippines will be completed in 1991. Others have been approved for Poland, Thailand, Togo and Turkey.

128. Improving scientific and technological capabilities in Cape Verde, Jamaica, Nigeria, Pakistan, Uganda and Viet Nam is the goal of a project receiving $1.7 million in financing from Germany. The preparatory phase has been completed and full operation will begin in 1991.

129. A UNFSTD project in the Southern African Development Coordination Conference (SADCC) region will assist Governments in procuring, repairing and maintaining scientific equipment. It is funded through a cost-sharing arrangement with Japan, and has brought together some 35 research institutions that will provide services to recipient countries.

130. UNFSTD has formulated a number of energy projects which rely on trust fund arrangements. A project for Yemen will examine power system losses and recommend ways to reduce them. Another project nearing completion is a feasibility study for a "mini-hydropower" station in Madagascar, which will provide electricity to rural villages.

131. The Transfer of Knowledge through Expatriate Nationals (TOKTEN) programme brings skilled expatriates from the developing world back to their countries of origin on short-term assignments, thereby helping to replace the skills lost through the "brain drain". In 1990, 29 countries participated in the programme, including Malta and Viet Nam, both new members.

132. By Governing Council decision 90/39 of 20 June 1990, the management of UNFSTD and UNRFNRE have been combined under a single office for the purpose of improving the cost effectiveness and productivity of both Funds. Each Fund will maintain its individual identity.

## D. United Nations Sudano-Sahelian Office

133. The United Nations Sudano-Sahelian Office (UNSO) supports drought and desertification control activities in 22 Sudano-Sahelian countries in Africa.

134. In 1990, rainfall was well below average in the Sudano-Sahelian region. As a result, agricultural output in most countries was low, eroding local capacity for achieving self-sufficiency in food production. Meanwhile, special attention was accorded by the international community to environmental deterioration and this was reflected in various international and regional initiatives.

135. The Fund's resources were estimated at $25.6 million in 1990. Of this amount, $17.2 million was earmarked for specific projects that were jointly formulated by recipient Governments, UNSO and donor agencies. Contributions to general resources amounted to $8.4 million.

136. In Cape Verde, Chad and Senegal, UNSO projects helped to implement national plans of action to combat desertification. Together with the World Bank, UNSO supported the preparation of environmental action plans for Benin and Guinea which concentrated on land degradation and desertification issues.

Similar assistance was also provided to the Gambia, Ghana and Togo. In Cameroon, Guinea-Bissau, Mali and Niger, other activities by the Fund focused on improving natural resources management and safeguarding the environment, while, in Ethiopia, UNSO assisted in the formulation of a national conservation strategy.

137. On the regional level, UNSO cooperated with the Permanent Inter-State Committee on Drought Control in the Sahel (CILSS) and the Intergovernmental Authority on Drought and Development to identify activities that would help countries prepare for the United Nations Conference on Environment and Development, to be held in Brazil in 1992.

138. In 1990, a number of major deforestation control projects, financed by contributions from Norway and Sweden, got under way in Burkina Faso, Senegal and the Sudan. In Burkina Faso, Denmark contributed $6 million for training and for improving land quality.

## E. United Nations Development Fund for Women

139. The United Nations Development Fund for Women (UNIFEM) is pioneering new ways to promote women's participation in national planning and innovative grass-roots activities. Contributions to UNIFEM for 1991 at the United Nations Pledging Conference in November 1990 were estimated at $9.3 million, a 13 per cent increase over pledges for 1990.

140. UNIFEM honoured distinguished women leaders in October 1990. The Fund presented the first Noel Foundation awards to Corazon Aquino, President of the Philippines; Benazir Bhutto, former Prime Minister of Pakistan; Gro Harlem Brundtland, Prime Minister of Norway and Margaret Thatcher, then Prime Minister of the United Kingdom of Great Britain and Northern Ireland. The awards, to be given every two years, are sponsored by the Noel Foundation (California), a non-profit organization which has pledged $1 million to UNIFEM for 1991 projects. The event has increased awareness of UNIFEM while attracting new financial support.

141. In the Asia and Pacific region, agriculture employs at least half of all Asian women. In December, UNIFEM and the Asian Development Bank (AsDB) sponsored a regional conference at Manila on gender issues in agriculture. It was attended by top policy makers and planners from 16 countries in the region.

142. In Latin America and the Caribbean, UNIFEM has assisted the Ministry of Women's Affairs in Saint Kitts and Nevis with the preparation of a national policy on women. It has provided similar support to Venezuela.

143. In September 1990, UNIFEM sent a five-person mission to Namibia which focused on small enterprise development and the informal sector. As a result, a programme of action is now being shaped to increase women's involvement in these areas.

144. UNIFEM has recently developed a women, environment and development programme, which will promote the involvement of women in environmental projects in each region. The programme will be undertaken in close collaboration with organizations and bodies of the United Nations system, Governments, and NGOs.

### F. United Nations Volunteers

145. In 1990, the Special Voluntary Fund of the United Nations Volunteers (UNVs) programme had resources totalling $11.7 million. That year, $5 million was spent by the Fund. The balance, all of which is committed, was carried forward to 1991.

146. During the year, more than 2,000 UNVs served 115 countries in such fields as health, agriculture, hydrology, mechanical engineering, marine science, archaeology, energy and education. Of the total number, 87 per cent came from developing countries and over 18 per cent were women. The greatest number of UNVs came from Myanmar, Sri Lanka, Ghana, Bangladesh and India. Over 1,000 UNVs served in Africa, 638 in Asia and the Pacific, 264 in the Arab States and Europe and 145 in Latin America and the Caribbean.

## VI. OTHER MAJOR PROGRAMME ACTIVITIES

### A. Inter-Agency Procurement Services Office

147. The Inter-Agency Procurement Services Office (IAPSO) continued to obtain preferential prices for the United Nations system, most notably for motor vehicles and office equipment, resulting in savings of nearly $15 million in 1990. Last year, emphasis continued to be placed on increasing purchasing sources in developing countries and in underutilized major donor countries. For this purpose, field missions were sent to Canada, Denmark, Finland, Indonesia, the Netherlands, Norway, Sweden, Tunisia and Turkey, and catalogues listing their suppliers were prepared. IAPSO also continues to receive encouraging responses to Procurement Update, its new monthly bulletin, and to the General Business Guide, published annually.

### B. Office for Project Services

148. The UNDP Office for Project Services (OPS), largely through subcontracting, provides support to a wide range of projects in such areas as infrastructure improvement, institution building, the environment, emergency rehabilitation, community development, economic planning, public/private sector management, loan administration and development training. The increase in projects under OPS management is reflected in its expenditures, which rose to approximately $300 million in 1990, from $230 million the previous year. OPS resources come from UNDP core funds and cost-sharing, UNDP-administered funds, trust funds, multilateral funds and bilateral donors.

149. In 1990, 393 new projects were accepted for execution, increasing the number in the OPS portfolio to over 1,600. Some 4,800 personnel were employed under these projects last year, 2,000 of which were national professionals. Additionally, 800 nationals benefited from fellowships, study tours and training programmes.

150. For OPS, the single largest operation launched during 1990 was the Development Programme for Displaced Persons, Refugees and Returnees in Central America. The programme is assisting people displaced by civil strife in Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. It is improving social services, creating employment opportunities and boosting agriculture. Its budget, with cost-sharing from Italy, is expected to reach $108 million.

151. In 1990, the Governing Council reiterated its support for OPS to enter into management services agreements with recipient Governments. There were 158 such arrangements at the end of 1990. Funding for projects under management services agreements comes from the International Fund for Agricultural Development (IFAD) and other international development banks, bilateral donors and recipient Governments. Expenditures under these agreements amounted to $110 million last year.

152. The first management services agreement with national funding was with the Government of Bolivia, which, in 1988, engaged OPS to procure goods and services. Subsequently, several other countries expressed interest in similar arrangements, including Ecuador, where OPS is helping to manage a school feeding programme in Quito. Management services agreements receiving support from multilateral donors include five that were recently approved for Argentina, Papua New Guinea and Uganda funded by the International Development Association (IDA).

153. Subcontracting enables OPS to tap, through competitive selection, the expertise of commercial consulting firms, construction companies, research institutions, NGOs and governmental and parastatal organizations. In 1990, OPS awarded 352 new contracts and endorsed 47 amendments worth $94 million.

154. The value of supplies and equipment purchased last year was over $87 million. Road construction machinery, electronic equipment and motor vehicles were the major categories of procured items. Under the procurement of commodities programme, which receives untied funding from the Government of Japan, goods totalling $55 million were purchased last year for a dozen countries in Africa. New countries added to this programme in 1990 were Benin, the Central African Republic, Mali and Zaire.

155. In 1990, OPS acted as a cooperating agency for 75 nationally executed projects. Aiming also to improve collaboration with other United Nations agencies and organizations, OPS increased the number of inter-agency agreements from 66 in 1989 to 110 in 1990. The value of these agreements quadrupled in 1990, reaching $23 million.

## C. Human resources management

156. In 1990, UNDP completed the reassignment of over 200 Professional staff members, placement of some 60 management trainees and career counselling of over 1,000 staff. In the Management Training Programme (MTP), which provides training for future professional staff, UNDP achieved a 50-50 ratio of developed to developing country nationals; nearly 60 per cent of the 1990 trainees were women.

157. A new performance appraisal system was launched at UNDP headquarters and a software programme was designed to automate the preparation of promotion review exercises. In addition, efforts are under way to finalize guidelines for the national professional programme for the coming decade, and to design new reassignment policies.

158. The Junior Professional Officers (JPOs) programme continued to provide a valuable source of professional personnel. There were 196 JPOs with UNDP at the end of 1990. Sponsoring Governments were Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, the Netherlands, Norway, Spain, Sweden, Switzerland and the United Kingdom. A group of these countries also sponsored 12 JPOs from developing countries.

159. Extensive regional recruitment missions to Asia, Africa, Latin America, Scandinavia, Europe and elsewhere were fielded in collaboration with the regional bureaux and have increased the diversity of candidates. The UNDP Division of Personnel interviewed over 2,000 people world wide. This resulted in the hiring of over 120 professional staff, 120 JPOs and 60 interns. In addition, the division recruited 2,000 consultants.

## D. Central Evaluation Office

160. In the seven years since a Central Evaluation Office was re-established in UNDP, it has designed and introduced a decentralized monitoring and evaluation system which is now managed in the field offices with policy guidance from headquarters. In order to help quantify and make available lessons learned from past experiences, the Central Evaluation Office has also established a database containing the results of nearly 700 project evaluations. These results, and an analysis of them, are available to operational units at UNDP headquarters and in the field.

161. Evaluations undertaken by the Central Evaluation Office focus increasingly on programme and policy issues, which are relevant to the strategic direction and management of the organization. Examples in 1990 include evaluations of the Social Dimensions of Adjustment (SDA) programme and of aid coordination capacity in LDCs. Both evaluations demonstrate that UNDP is drawing effective lessons from past experiences, not only at the project level, but also about the themes and major programmes which it seeks to further.

162. During the next cycle there will be a demand for high quality evaluations which assess the overall effectiveness of the organization in pursuing the six new areas of focus listed in Governing Council decision 90/34. The work plan of the Central Evaluation Office reflects the new programmatic approach of UNDP to funding, decentralization and the greater involvement of national institutions in programme implementation.

## Notes

1/ A/CONF.147/Misc.9/Add.1 and Corr.1.

2/ UNDP (New York and Oxford, Oxford University Press, 1990).

3/ On 22 May 1990, Democratic Yemen and Yemen merged to form a single State.

4/ Socio-Economic Challenges for the 1990s: Arab Women's Contribution to Development, Cairo, 20 to 23 May 1990.

5/ High-Level Seminar on Sustainable Development in the 1990s: Role of UNDP and the Arab Region, Cairo, 17 to 19 March 1990.

6/ A/42/949, annex. UNDP is largely responsible for its implementation.

7/ Declaration and Concerted Plan of Action in favour of Central American Refugees, Returnees and Displaced Persons (A/44/527 and Corr.1 and 2, annex), adopted at Guatemala City, 31 May 1989.

8/ Held in New York on 29 and 30 September 1990. See also A/45/625, annex.

9/ World Resources Institute, Natural Endowments: Financial Resource Conservation for Development (New York and Oxford, Oxford University Press, 1989).

10/ J. Hallak (Paris, International Institute for Educational Planning and Oxford, Pergamon Press, 1990)

11/ World Resources Institute (New York and Oxford, Oxford University Press). To be published in January 1992.

12/ Second Regional Conference on Poverty in Latin America and the Caribbean, Quito, 20 to 23 November 1990.

13/ UNDP (New York and Oxford, Oxford University Press, 1991).

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